

~~SECRET~~

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Status Report on the Director of Logistics'
Action Plan 1986/1988

FROM: John M. Ray
Director of Logistics

EXTENSION

NO.

OL 0041-87

DATE

23 October 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. ~~ABDA~~ EXA
7D24 Hqs

2. ADDA

3. DDA

4. ODA/Registry

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

cc: c/ms/DA
done ad 10/28/87

Good report.
10

~~SECRET~~

~~SECRET~~

23 OCT 1987

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: Status Report on the Director of Logistics'
Action Plan 1986/1988

REFERENCES: A. Memo for DDA and ADDA, dated 30 March 1987,
Same Subject

B. Memo for DDA and ADDA, dated 29 July 1986,
Subject: The Director of Logistics' Action
Plan 1986/1988

1. This memorandum is the second progress report concerning the Office of Logistics (OL) Action Plan for the period 1986-1988. Overall, OL has continued to provide timely, responsive logistical services in support of the Agency's mission. During the past six months, several unanticipated requirements caused a shift in resources and energies, but OL has managed to fulfill these "ad hoc" demands, as well as its normal responsibilities in the areas of supply, procurement, facilities management, engineering/real estate, and printing and photography.

2. Group A Objectives (Critical):

Logistical support for our most important objectives continues at a record-setting pace. There is no doubt that timely OL support to many [redacted] programs is absolutely essential for their success. [redacted]

25X1
25X1
25X1

~~SECRET~~

OL 0041-87

Page Denied

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

25X1



25X1
25X1

c. Facility Management: After the almost devastating delays regarding Congressional approval of the Reston project, we are finally in a position to do some effective space planning. Our overall consolidation program has, I believe, been delayed by one to two years. We should be focusing [redacted] by 1991/92. I believe that we should aim for the [redacted] Buildings as one of our consolidation centers (with applicant processing resident there).

We continue to be hampered by the lack of an effective space management mechanism. Despite the formation of a Space Task Force within OL, we are still being bombarded by space requests stimulated by parochial considerations, and we have not been successful in shifting the focus to a broader Agency-wide perspective. I hope to have a space validation proposal for your consideration within the next few weeks.

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

The New Building construction continues at a satisfactory pace. We will meet the critical deadlines with regard to the Offices of Imagery Analysis and Scientific and Weapons Research/DI and the Office of Personnel. Putting components into space which was not originally designed for them presents us with obvious problems. What is essential here is patience on the part of the occupants until 1989, when we will have some "breathing room" to make things right.

It is too early to provide you with an assessment of how we are doing on the improvements needed for the Original Headquarters Building. On the other hand, as we approach 1988, the Integrated Logistics Support Plan (ILSP) is taking on more significance. You have just received a detailed briefing on parking, cafeteria expansion, energy recovery, moves onto the Compound, etc. Given this sense of urgency, [redacted] C/ILSP, will be providing you with updated briefings on a regularly scheduled basis.

25X1

Our folks did an excellent job on the move of OD&E and FBIS to Reston [redacted] It was excellent experience for our moves to the Headquarters Compound in 1988. Facilities Management personnel have done an outstanding job in support of high-profile ceremonies, such as the Buckley Memorial service, the 40th Anniversary of the Agency, Family Day, etc.

25X1

25X1

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

with a better understanding of our mission. We plan to hold these sessions every six months.

5. We have managed to keep pace with our objectives in Group C--those that are important but clearly less significant than those in Groups A and B.

25X1 a. Review of our ADP organization and activities has been completed. An Office-wide task force has been established to rule on all ADP efforts to ensure complete coordination. The small data processing career subgroup (MLD) has been dissolved, with individuals reassigned to specific OL divisions and staffs. The agreement between OL, the Office of Information Technology and the Office of Finance naming [] Deputy Chief, Information and Management Staff, OL, as the overall project manager of CLAS should go a long way in assisting us to achieve initial operating capability for this effort by October 1988--we expect that CLAS will significantly impact on the way we do business in the future.

b. The implementation of the Coopers and Lybrand Report is nearly complete. You will receive a summarization of these accomplishments within a month. The first reviews of decentralized contract teams have been completed, and competition goals were established for the first time in the Agency's history. Within the next few weeks, we will work out individual agreements with Agency components covering the expansion of decentralized teams and the contraction of the centralized procurement activities in OL.

25X1 c. The new FOCI procedures are working very well under the able guidance and leadership of [] Chief, Security Staff, OL.

25X1

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

25X1

e. Logistical support [] continues at a satisfactory pace, with its continuing drain on our resources in the supply and engineering areas.

f. While the visitation program by OL senior officers continues to be effective, we have not made any significant progress in other areas to enhance OL's image. And we have not made satisfactory progress in streamlining and enhancing logistical services across the board. We will hopefully improve in both these areas during FY 1988.

6. The comprehensive reorganization plan for OL will be presented for your approval in November with a gradual implementation plan to be completed by the end of this fiscal year.

7. A substantial effort is being expended by many OL managers on effective personnel management--our most important goal. This effort has not, as yet, permeated all levels of the organization to the degree that it must. We will strive to enforce the basic tenets of our personnel management policy (see attachment).

Considerable time and effort continues to be devoted to the activities of the Logistics Career Board and our evaluation panels. The OL Training Manual is out on the street. Our training budget has increased from about \$70,000 to \$300,000 in the last four years. The OL senior officer development program and our succession planning will be in your hands in about four weeks. Our various junior officer developmental programs appear to be working well, and we continue to participate heavily in the Career Trainee Program. From my perspective, OL's participation in rotational assignment programs in the Directorate is at about the "proper" level. We have three employees sponsored in full-time academic programs. And we are very active participants in co-op programs.

During the next several months, we plan to make a concentrated effort in developing a career subgroup for employees involved in the facilities management business.

25X1

25X1

Our experiences with []
[] are indicators that we can no longer afford the luxury of parochialism within OL. With the increased requirements placed upon OL (and no corresponding increase in personnel

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

resources), we can only meet the demands in many areas with Office-wide efforts. Accordingly, we must continue to pursue our efforts toward maximum flexibility and cross-fertilization of the work force. Toward this end, we have recently launched an exchange of [redacted] personnel between the Logistics [redacted] and the Facilities Management Division. We hope to expand this program next year.

25X1
25X1

I believe that our review procedures for OL employees completing their three-year probationary period is as good as any in the Agency.

8. I am available to discuss any of the above topics with you, in detail, at your convenience.

25X1

John M. Ray

Attachment

cc: All OL Div/Staff/Group Chiefs

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

25X1 O-DL/RAYJ:mgk (22 OCT 87)

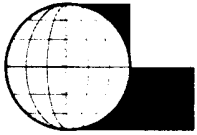
Distribution:

- Orig. & 1 - Addressees
- 1 - Each OL Div/Staff/Group Chief
- 1 - OL Files
- 1 - D/L Subject File

S E C R E T

ATTACHMENT

3
F



BASIC TENETS OF THE OFFICE OF LOGISTICS PERSONNEL POLICY

- The primary goal of the Office of Logistics (OL) is to make its career service the best in the Agency—consequently, employees come *first*.
- In order to achieve the most effective career service, OL employees are encouraged to involve themselves, to the maximum extent possible, in the overall goals of the career service.
- A maximum effort is made to create career opportunities for all OL employees.
- OL employees are their own career managers and they must actively participate in their career development.
- OL employees' assignment preferences weigh *heavily* in the assignment process.
- The Logistics Career Board (LCB) actively seeks opportunities for officers, GS-13 and above, to serve in rotational assignments outside of their functional disciplines (provided, of course, that the employee is amenable to the assignment).
- We will exploit *every* opportunity to place qualified employees in rotational assignments outside of the Logistics Career Service.
- With very few exceptions, *all* OL professional and technical positions are “rotatable,” i.e., can be filled by any OL career subgroup employee.
- We encourage officers from other career services to be assigned to OL on a rotational basis.
- The Office satisfies external component requirements *before* internal requirements.
- OL overseas PCS positions may be filled by anyone from any OL career discipline.
- There is no such thing as an “automatic promotion” in OL.
- All officers promoted to GS-14/15 should be capable of filling most managerial positions within the Office.
- All officers promoted to the SIS ranks should be capable of serving in most managerial positions within the DA.
- No limit is to be imposed on training opportunities for OL personnel.
- A personal emergency represents the only valid reason to forego training.
- All panel deliberations, LCB meetings, and career counseling sessions are held in strictest confidence.
- A truly open-door policy is encouraged at all levels within OL; free, open communications are essential for effective personnel management.

— DIRECTOR OF LOGISTICS

S E C R E T

23 OCT 1987

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: Status Report on the Director of Logistics'
Action Plan 1986/1988

REFERENCES: A. Memo for DDA and ADDA, dated 30 March 1987,
Same Subject

B. Memo for DDA and ADDA, dated 29 July 1986,
Subject: The Director of Logistics' Action
Plan 1986/1988

1. This memorandum is the second progress report concerning the Office of Logistics (OL) Action Plan for the period 1986-1988. Overall, OL has continued to provide timely, responsive logistical services in support of the Agency's mission. During the past six months, several unanticipated requirements caused a shift in resources and energies, but OL has managed to fulfill these "ad hoc" demands, as well as its normal responsibilities in the areas of supply, procurement, facilities management, engineering/real estate, and printing and photography.

2. Group A Objectives (Critical):

Logistical support for our most important objectives continues at a record-setting pace. There is no doubt that timely OL support to many [redacted] programs is absolutely

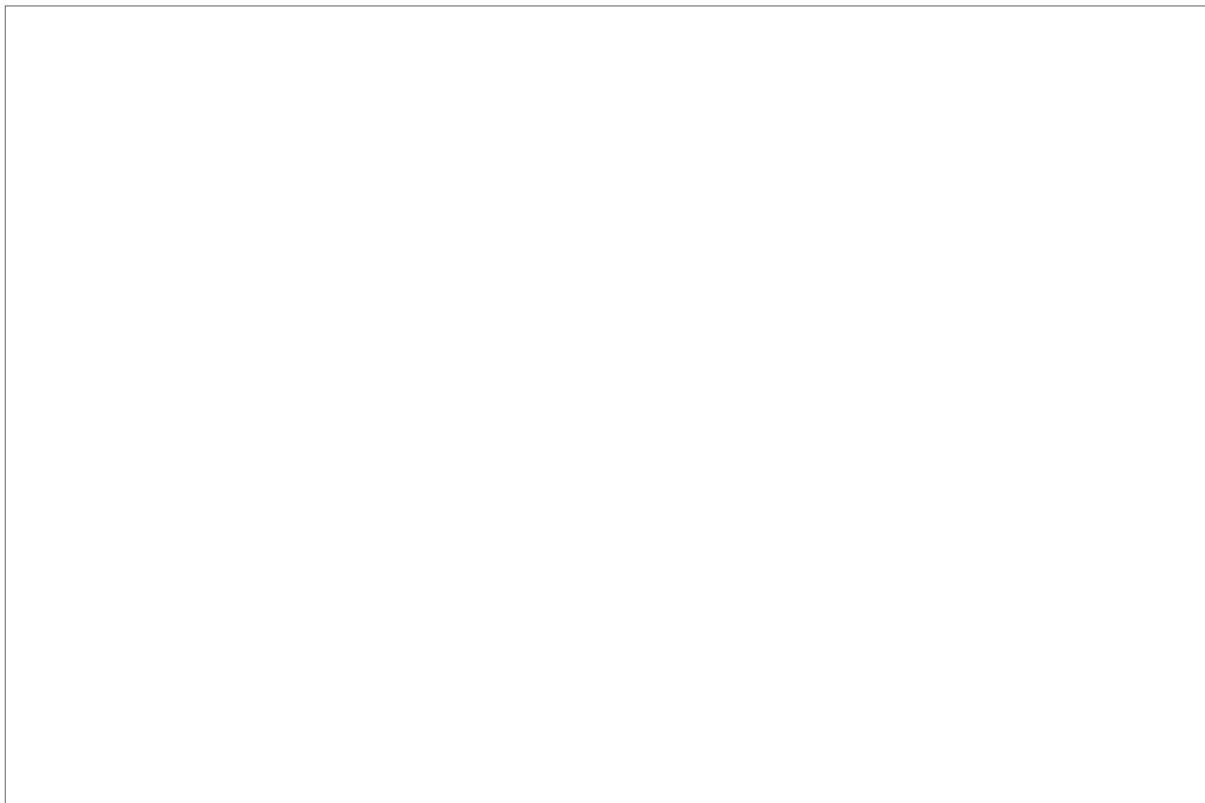
essential for their success. [redacted]

Page Denied

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

25X1



25X1
25X1

c. Facility Management: After the almost devastating delays regarding Congressional approval of the Reston project, we are finally in a position to do some effective space planning. Our overall consolidation program has, I believe, been delayed by one to two years. We should be focusing [redacted] by 1991/92. I believe that we should aim for the [redacted] Buildings as one of our consolidation centers (with applicant processing resident there).

We continue to be hampered by the lack of an effective space management mechanism. Despite the formation of a Space Task Force within OL, we are still being bombarded by space requests stimulated by parochial considerations, and we have not been successful in shifting the focus to a broader Agency-wide perspective. I hope to have a space validation proposal for your consideration within the next few weeks.

S E C R E T

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

The New Building construction continues at a satisfactory pace. We will meet the critical deadlines with regard to the Offices of Imagery Analysis and Scientific and Weapons Research/DI and the Office of Personnel. Putting components into space which was not originally designed for them presents us with obvious problems. What is essential here is patience on the part of the occupants until 1989, when we will have some "breathing room" to make things right.

It is too early to provide you with an assessment of how we are doing on the improvements needed for the Original Headquarters Building. On the other hand, as we approach 1988, the Integrated Logistics Support Plan (ILSP) is taking on more significance. You have just received a detailed briefing on parking, cafeteria expansion, energy recovery, moves onto the Compound, etc. Given this sense of urgency, [] C/ILSP, will be providing you with updated briefings on a regularly scheduled basis.

25X1

Our folks did an excellent job on the move of OD&E and FBIS to Reston [] It was excellent experience for our moves to the Headquarters Compound in 1988. Facilities Management personnel have done an outstanding job in support of high-profile ceremonies, such as the Buckley Memorial service, the 40th Anniversary of the Agency, Family Day, etc.

25X1

25X1

S E C R E T

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action Plan 1986/1988

with a better understanding of our mission. We plan to hold these sessions every six months.

5. We have managed to keep pace with our objectives in Group C--those that are important but clearly less significant than those in Groups A and B.

25X1 a. Review of our ADP organization and activities has been completed. An Office-wide task force has been established to rule on all ADP efforts to ensure complete coordination. The small data processing career subgroup (MLD) has been dissolved, with individuals reassigned to specific OL divisions and staffs. The agreement between OL, the Office of Information Technology and the Office of Finance naming [redacted] Deputy Chief, Information and Management Staff, OL, as the overall project manager of CLAS should go a long way in assisting us to achieve initial operating capability for this effort by October 1988--we expect that CLAS will significantly impact on the way we do business in the future.

b. The implementation of the Coopers and Lybrand Report is nearly complete. You will receive a summarization of these accomplishments within a month. The first reviews of decentralized contract teams have been completed, and competition goals were established for the first time in the Agency's history. Within the next few weeks, we will work out individual agreements with Agency components covering the expansion of decentralized teams and the contraction of the centralized procurement activities in OL.

25X1 c. The new FOCI procedures are working very well under the able guidance and leadership of [redacted] Chief, Security Staff, OL.

25X1

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action Plan 1986/1988

25X1

e. Logistical support [] continues at a satisfactory pace, with its continuing drain on our resources in the supply and engineering areas.

f. While the visitation program by OL senior officers continues to be effective, we have not made any significant progress in other areas to enhance OL's image. And we have not made satisfactory progress in streamlining and enhancing logistical services across the board. We will hopefully improve in both these areas during FY 1988.

6. The comprehensive reorganization plan for OL will be presented for your approval in November with a gradual implementation plan to be completed by the end of this fiscal year.

7. A substantial effort is being expended by many OL managers on effective personnel management--our most important goal. This effort has not, as yet, permeated all levels of the organization to the degree that it must. We will strive to enforce the basic tenets of our personnel management policy (see attachment).

Considerable time and effort continues to be devoted to the activities of the Logistics Career Board and our evaluation panels. The OL Training Manual is out on the street. Our training budget has increased from about \$70,000 to \$300,000 in the last four years. The OL senior officer development program and our succession planning will be in your hands in about four weeks. Our various junior officer developmental programs appear to be working well, and we continue to participate heavily in the Career Trainee Program. From my perspective, OL's participation in rotational assignment programs in the Directorate is at about the "proper" level. We have three employees sponsored in full-time academic programs. And we are very active participants in co-op programs.

During the next several months, we plan to make a concentrated effort in developing a career subgroup for employees involved in the facilities management business.

25X1

[] Our experiences with [] are indicators that we can no longer afford the luxury of parochialism within OL. With the increased requirements placed upon OL (and no corresponding increase in personnel

S E C R E T

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

resources), we can only meet the demands in many areas with Office-wide efforts. Accordingly, we must continue to pursue our efforts toward maximum flexibility and cross-fertilization of the work force. Toward this end, we have recently launched an exchange of four Wage Grade personnel between the Logistics Operations Center and the Facilities Management Division. We hope to expand this program next year.

I believe that our review procedures for OL employees completing their three-year probationary period is as good as any in the Agency.

8. I am available to discuss any of the above topics with you, in detail, at your convenience.

25X1

Attachment

cc: All OL Div/Staff/Group Chiefs

John M. Ray

S E C R E T

S E C R E T

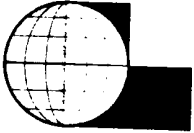
SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

25X1 O-DL/RAYJ:mgk (22 OCT 87)

Distribution:

- Orig. & 1 - Addressees
- 1 - Each OL Div/Staff/Group Chief
- 1 - OL Files
- 1 - D/L Subject File

S E C R E T



BASIC TENETS OF THE OFFICE OF LOGISTICS PERSONNEL POLICY

- The primary goal of the Office of Logistics (OL) is to make its career service the best in the Agency—consequently, employees come *first*.
- In order to achieve the most effective career service, OL employees are encouraged to involve themselves, to the maximum extent possible, in the overall goals of the career service.
- A maximum effort is made to create career opportunities for all OL employees.
- OL employees are their own career managers and they must actively participate in their career development.
- OL employees' assignment preferences weigh *heavily* in the assignment process.
- The Logistics Career Board (LCB) actively seeks opportunities for officers, GS-13 and above, to serve in rotational assignments outside of their functional disciplines (provided, of course, that the employee is amenable to the assignment).
- We will exploit *every* opportunity to place qualified employees in rotational assignments outside of the Logistics Career Service.
- With very few exceptions, *all* OL professional and technical positions are "rotatable," i.e., can be filled by any OL career subgroup employee.
- We encourage officers from other career services to be assigned to OL on a rotational basis.
- The Office satisfies external component requirements *before* internal requirements.
- OL overseas PCS positions may be filled by anyone from any OL career discipline.
- There is no such thing as an "automatic promotion" in OL.
- All officers promoted to GS-14/15 should be capable of filling most managerial positions within the Office.
- All officers promoted to the SIS ranks should be capable of serving in most managerial positions within the DA.
- No limit is to be imposed on training opportunities for OL personnel.
- A personal emergency represents the only valid reason to forego training.
- All panel deliberations, LCB meetings, and career counseling sessions are held in strictest confidence.
- A truly open-door policy is encouraged at all levels within OL; free, open communications are essential for effective personnel management.

— DIRECTOR OF LOGISTICS

S E C R E T

25X1

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Status Report on the Director of Logistics' Action Plan 1986/1988

FROM: John M. Ray
Director of Logistics

EXTENSION

NO.

OL 0008-87

DATE

30 March 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA / EXA
7D24 Hqs

1 APR 1987

4/1

jm

Bill:

A copy of this report
has been provided to the
ADDA.

John M. Ray

2. DDA

1 APR 1987

3. ADDA

4.

5.

6.

DDA / REG (Please file)

7.

9.

10.

11.

12.

13.

14.

ADDA copy
sent to Diane
for
her info +
retention.

CC:

2201

S E C R E T

30 MAR 1987

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

REFERENCE: Memo for DDA and ADDA, dated 29 July 1986,
Subject: The Director of Logistics' Action
Plan--1986/1988

1. Reference memorandum (attached for your convenience) outlined an action plan for the Office of Logistics (OL) to cover the period 1986-1988. This is the first progress report concerning that plan. Beyond the activities addressed in this paper, OL has persisted in providing a high level of "routine" logistics services in the areas of supply, procurement, facilities management, and engineering/real estate as well as printing and photography.

2. I am pleased to report that OL has achieved substantial progress regarding our support to critical Group A activities (the

25X1

S E C R E T



OL 0008-87

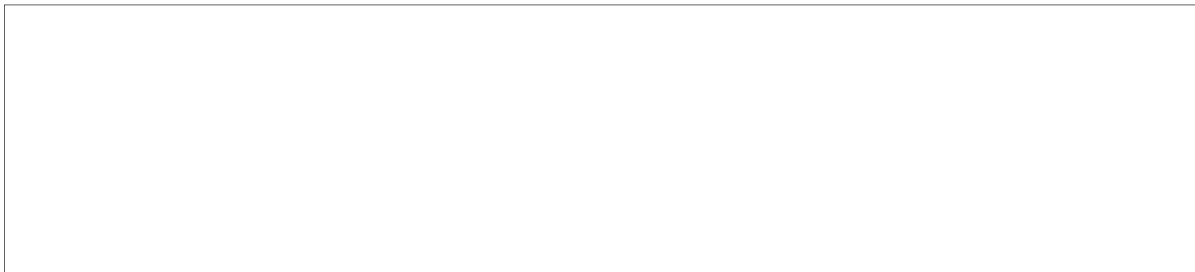
SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988

25X1



3. With regard to Group B, OL priorities, which are deemed to be essential but not necessarily "life or death situations," the following status information is submitted:

25X1



SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988

25X1

25X1
25X1

c. The most frustrating lack of progress during this period has been in the area of consolidation of Agency holdings. As you are aware, the delay in Congressional approval of Reston is causing havoc with our scheduling and plans across the board. The gradual increase in space requirements of most Agency components is eroding the space decisions made by the ExCom last June. Further, [redacted] will have to be evacuated sooner than expected. And we cannot seem to get a firm handle on the precise location of the separate processing center--too many hands in the soup!

25X1

All of the space issues have a serious adverse impact on our move into the Headquarters Compound, all decisions relating to external buildings, the backfill effort, and indeed who is ultimately going into the New Building. To resolve all of these unsettling issues and to put our space planning back on firm ground, taking the new realities into consideration, I have established a Space Task Force within OL headed by [redacted]. Within the next two months, this group will be working on an updated space allocation plan for your concurrence.

d. While we have some snags from time to time relating to the New Building construction project, they are, in my view, no more serious than those encountered on any large construction effort. In short, this effort is pretty much on schedule and at cost (and hopefully below).

e. We are beginning to move out smartly with the execution of our Integrated Logistics Support Plan (ILSP). Given the space frustrations outlined above, however, we can

SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988

25X1 only go so far. I am pleased with our efforts to date. As
we close in on the actual move, we are indeed getting the
customers' attention and cooperation. At this point, I do
not see any insurmountable problems on the horizon. You have
recently heard a detailed briefing on our planning for
"Backfill" in the OHB. [redacted] has done an outstanding
25X1 job; I only hope that senior Agency management can see the
wisdom of our recommended course of action.

4. Our objectives in Group C, although less critical than
those discussed above, are nonetheless important.

25X1 a. We have had [redacted]
provide us with their review of our ADP organization and
activities. Their report has been distributed to the OL
division chiefs for further review and discussions to be held
late this month. This action is being undertaken along with
our review of the entire OL organizational structure.

b. We have now just about briefed the entire world on
the implementation of the Coopers and Lybrand
recommendations. Several recommendations have already been
implemented (e.g., review of decentralized teams; initiatives
toward increased competition, enhanced procurement training,
etc.). Now comes the more tedious and difficult
part--establishing new teams, increasing delegations to
decentralized teams, and reconfiguring Procurement Division).

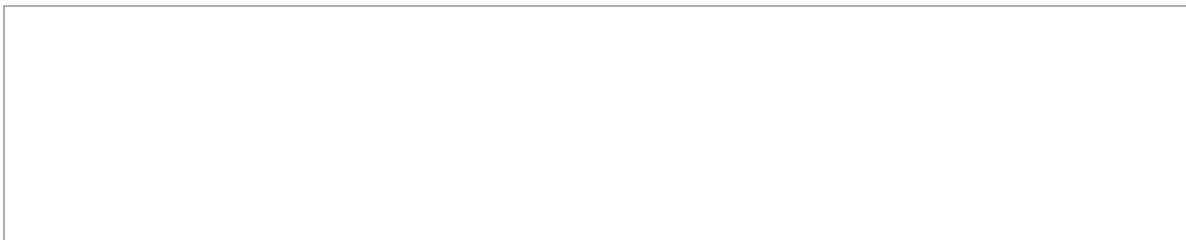
c. I think you are pretty much up to speed on CLAS. Our
commitment to IOC in October 1988 is firm.

SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988


d. We have simplified the FOCI process. New procedures have been enacted and seem to be working with Chief of the Industrial Security Staff as Chairman of the FOCI Board and with the Directors of Security and Logistics only involved on an exception basis. I've received no negative vibes with the new procedures.

d. We have a long way to go vis-a-vis strengthening our relationships with GSA and the military. Heavy workloads have hampered our efforts, but we will continue to push on this item.

25X1



25X1

f. Satisfactory logistical support  although a drain on resources, continues.

g. We simply have not made much progress on the reduction and/or elimination of nonessential logistics tasks. I am especially interested in streamlining the way we do our business. Not much positive results that I can report at this time. If we do not get a better focus on this soon, I am seriously thinking about establishing an office-wide task force to pursue this objective.

h. You know where we stand regarding P&PD's expansion. Going back to Hank's tenure, we have to put more effort in moving totally unclassified work in the film duplication area outside of Headquarters. This is being pursued with vigor!

i. Our image program continues at a fair pace, primarily through the visitations by OL senior officers to all Agency components.

5. Our most important goal which exceeds all of the above, is to make the Logistics Career Service the best in the Agency. Toward this end, a substantial amount of time and effort is being expended by the Logistics Career Board and our evaluation panels. Our comprehensive review of training pertaining to Logistics careerists is in its final stages--new courses are being closely

SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988

monitored, and a training catalogue for OL should be published in a matter of weeks. This initiative will require constant attention by our training officer. The OL Mid-Career course has been expanded beyond wage-grade employees--a very successful, worthwhile effort. We have just about finished our individual interviews with all GS-14 and GS-15 officers as the first step toward constructing a realistic succession plan which will be submitted to you in about three months. We have taken advantage of rotational assignments elsewhere in the DA and the Agency; we need more opportunities, especially at the SIS and GS-15 level. We also need to place more mid-level and senior officers in senior schools. A cohesive procurement subcareer service is starting to take shape--we still have a way to go. We have very viable, sustained training programs for Supply, Procurement, etc., and we continue our heavy participation in the CT Program. The Supply Officer and Procurement Officer Intern Programs have been revamped. The Logistics Management Development Program needs more publicity. We are selecting more individuals for full-time academic sponsorship.

With all of the above efforts, we still have some frustrations in cross-training of wage-grade personnel and in communicating our concerns and plans for personnel/career management to all levels of OL. In order to improve these communications efforts, we continue to convey the message orally at every opportunity. We will also develop a written message personalized for each OL employee on the order of the statement of pay and benefits package disseminated annually.

Finally, we have what I believe to be a very effective review procedure for all OL employees who are completing their three-year probationary period.

6. As you are aware, we have begun a major effort in reorganizing OL--to do this right, I need several more months of deliberation before arriving at an organizational structure which will take us through the 1990's. And it will probably take about a year to implement this comprehensive change.

7. In the immediate future, we are embarking on some new initiatives concerning an update of the Agency's space planning; a proposed space requirement validation procedure; and possible real

S E C R E T

SUBJECT: Status Report on the Director of Logistics Action Plan
1986/1988

estate contract reviews by the Agency Contract Review Board. I am
available to discuss any of the above items with you in detail, at
your convenience.

25X1



25X1



John M. Ray



S E C R E T

REFERENCE

S E C R E T

29 July 1986

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: The Director of Logistics' Action Plan--1986/1988

REFERENCE: Memo for DCI/DDCI from DDA, dated 27 June 1986,
Subject: The DA - An Action Agenda

1. As you are aware, the Office of Logistics (OL) has a very structured MBO and planning process. Although these mechanisms are valuable management vehicles, they are inherently flawed by constantly changing priorities and by the glaring absence of our extensive support to the Agency's more sensitive activities. Taking the lead from the DA Action Agenda, as outlined in reference, I think it might be of mutual benefit for me to posture what I believe to be our priorities over the next two years in order to ensure that we are on the same wave length. For the purpose of this paper, I have divided our efforts into the following categories:

Group A - Critical
Group B - Essential
Group C - Important



2. The operational activities included in Group A (frequently involving life and death) are, I believe, in alignment with the Agency's overall priorities--our finest logistics efforts are required for the successful achievement of these objectives, all with the same degree of priority:

S E C R E T

OL 0032-86



S E C R E T

SUBJECT: The Director of Logistics' Action Plan--1986/1988

3. Within Group B are those activities wherein logistical support is essential but the significance of these activities are clearly several degrees less than those within Group A:

25X1

c. facility management activities involving the consolidation of Agency holdings by 1989/90 to eight compounds, as outlined in reference;

d. the New Building construction project;

e. the successful execution of the Integrated Logistics Support Plan covering the smooth transition into the Headquarters compound; and,

25X1

4. Group C encompasses objectives that pertain to sustaining and improving essential OL mission capabilities. While these activities are important, they are clearly less significant than those listed above. The objectives are less time critical, and our resources devoted to them can be adjusted with respect to both time and allocations:

a. the implementation of the Coopers and Lybrand Report;

b. the review and revamping of ADP support within OL;

c. CLAS;

d. strengthening relationships with GSA and the Focal Point systems;

e. clarifying FOCI;

25X1

S E C R E T

S E C R E T

SUBJECT: The Director of Logistics' Action Plan--1986/1988

h. the reduction and/or elimination of nonessential logistics activities;

i. the expansion of P&PD; and,

j. the pursuit of our "image program," both within and outside OL. [redacted]

5. It is ironic that a large share of our manpower resources are devoted to the objectives contained in Groups B and C--those areas in which we will take the most "hits" from our customers. While we will obviously attempt to do our best in all of the activities in these two groups, we are prepared to take some "hits" in these areas for the sake of those activities in Group A. [redacted]

6. Overriding all of the above, is our emphasis on OL employees. In this regard, I intend to continue the fine efforts initiated by my predecessor with respect to personnel management, as orchestrated by the Logistics Career Board and the rotating evaluation/promotion panel system. We will continue with our comprehensive review of all OL training programs to be concluded in the fall of this year. Every effort will be made to pursue our participation in the CT program with both internal and external candidates. We will also enhance the Supply Officer and Contract Officer Internal Training Programs. To the extent feasible, we will cross-train OL personnel so that they are skilled in more than one discipline. (The P&PD "Flying Squad" is an example of our efforts in this regard.) We plan more cross-training with respect to WG employees at [redacted] and FMD. Further, we welcome rotational assignments of OL personnel in other components of the DA and beyond. We intend to sustain our recognition of outstanding employees by initiating awards, QSI's, etc. It is my observation that cohesive personnel management has not been exercised over the procurement work force for a number of years--I intend to reverse this trend over the next 12 months. Finally, I intend to establish a meaningful plan for the career development of OL middle/senior managers of the future, both in terms of training and assignments. I will submit this plan to you in detail for approval by the end of this year.

7. After I obtain your concurrence, I intend to share this plan with OL senior managers. [redacted]

[redacted] John M. Ray [redacted]


S E C R E T

S E C R E T

SUBJECT: The Director of Logistics' Action Plan--1986/1988

CONCUR: *

25X1


Deputy Director for Administration

8 Aug 1986
Date

* Thoughtful and I believe on target at this point in time. Good paper !!

25X1



S E C R E T



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

The Director of Logistics' Action Plan--1986/1988

FROM:

John M. Ray
Director of Logistics

EXTENSION

NO

OL 0032-86



DATE

TO: (Officer desig-
nated building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)1. ADDA
7D24 Hqs

2.

3. DDA

8 AUG 1986

WFT

Brenda -

Hold a copy for me.

4.

5.

6.

7.

D/L

8.

9.

10.

11.

12.

13.

14.

15.

DDA/REGISTRY

100-3

S E C R E T

29 July 1986

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: The Director of Logistics' Action Plan--1986/1988

REFERENCE: Memo for DCI/DDCI from DDA, dated 27 June 1986,
Subject: The DA - An Action Agenda

1. As you are aware, the Office of Logistics (OL) has a very structured MBO and planning process. Although these mechanisms are valuable management vehicles, they are inherently flawed by constantly changing priorities and by the glaring absence of our extensive support to the Agency's more sensitive activities. Taking the lead from the DA Action Agenda, as outlined in reference, I think it might be of mutual benefit for me to posture what I believe to be our priorities over the next two years in order to ensure that we are on the same wave length. For the purpose of this paper, I have divided our efforts into the following categories:

Group A - Critical
Group B - Essential
Group C - Important

25X1

2. The operational activities included in Group A (frequently involving life and death) are, I believe, in alignment with the Agency's overall priorities--our finest logistics efforts are required for the successful achievement of these objectives, all with the same degree of priority:

25X1

S E C R E T

OL 0032-86

S E C R E T

SUBJECT: The Director of Logistics' Action Plan--1986/1988

3. Within Group B are those activities wherein logistical support is essential but the significance of these activities are clearly several degrees less than those within Group A:

25X1

c. facility management activities involving the consolidation of Agency holdings by 1989/90 to eight compounds, as outlined in reference;

d. the New Building construction project;

e. the successful execution of the Integrated Logistics Support Plan covering the smooth transition into the Headquarters compound; and,

25X1

4. Group C encompasses objectives that pertain to sustaining and improving essential OL mission capabilities. While these activities are important, they are clearly less significant than those listed above. The objectives are less time critical, and our resources devoted to them can be adjusted with respect to both time and allocations:

a. the implementation of the Coopers and Lybrand Report;

b. the review and revamping of ADP support within OL;

c. CLAS;

d. strengthening relationships with GSA and the Focal Point systems;

e. clarifying FOCI;

25X1

S E C R E T

SUBJECT: The Director of Logistics' Action Plan--1986/1988

h. the reduction and/or elimination of nonessential logistics activities;

i. the expansion of P&PD; and,

j. the pursuit of our "image program," both within and outside OL. []

25X1

25X1

5. It is ironic that a large share of our manpower resources are devoted to the objectives contained in Groups B and C--those areas in which we will take the most "hits" from our customers. While we will obviously attempt to do our best in all of the activities in these two groups, we are prepared to take some "hits" in these areas for the sake of those activities in Group A. []

25X1

6. Overriding all of the above, is our emphasis on OL employees. In this regard, I intend to continue the fine efforts initiated by my predecessor with respect to personnel management, as orchestrated by the Logistics Career Board and the rotating evaluation/promotion panel system. We will continue with our comprehensive review of all OL training programs to be concluded in the fall of this year. Every effort will be made to pursue our participation in the CT program with both internal and external candidates. We will also enhance the Supply Officer and Contract Officer Internal Training Programs. To the extent feasible, we will cross-train OL personnel so that they are skilled in more than one discipline. (The P&PD "Flying Squad" is an example of our efforts in this regard.) We plan more cross-training with respect to WG employees at [] and FMD. Further, we welcome rotational assignments of OL personnel in other components of the DA and beyond. We intend to sustain our recognition of outstanding employees by initiating awards, QSI's, etc. It is my observation that cohesive personnel management has not been exercised over the procurement work force for a number of years--I intend to reverse this trend over the next 12 months. Finally, I intend to establish a meaningful plan for the career development of OL middle/senior managers of the future, both in terms of training and assignments. I will submit this plan to you in detail for approval by the end of this year.

25X1

7. After I obtain your concurrence, I intend to share this plan with OL senior managers. []

25X1

25X1


25X1

[]
John M. Ray []

SUBJECT: The Director of Logistics' Action Plan--1986/1988

CONCUR: *

25X1


~~Deputy Director for Administration~~

8 Aug 1986
Date

* Thoughtful and I believe on target at this point in time. Good paper !!

25X1

